

LWIA 10 2014 Area Planning Guidance

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LWIA 10 SOUTH CENTRAL TN WORKFORCE ALLIANCE
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2014 Local Workforce Investment Area Planning Guidance

LWIA 10 - South Central Tennessee Workforce Alliance

Preface: Organizational Profile

The purpose of the American Job Center Network is to allow Americans to easily access the federal and state programs and local resources to get the services and training needed to connect them to employment opportunities. Local Workforce Area (LWIA) 10 has joined in Tennessee's commitment to incorporate the federal brand of American Job Center Network to its Center Brand to ensure recognition of the statewide seamless workforce system.

LWIA-10 has two comprehensive Centers, one in Maury County and one in Lawrence County, and five affiliate Centers in Giles, Hickman, Lewis, Marshall, and Perry Counties. The Partner Consortium, consisting of Wagner-Peyser, Workforce Investment Act, and Vocational Rehabilitation Partners will meet, at a minimum, quarterly to implement and continually evaluate service integration and functional management. Other non-required partners, including Rescare and Workforce Essentials, who contract to provide Families First services in some counties in LWIA-10, and Adult Education will be invited to join meetings, as need indicates. To ensure service integration, all staff will participate in regularly scheduled staff meetings which will include program information and cross training.

In the comprehensive centers, the welcome function will be shared by Wagner Peyser and Workforce Investment Act staff. In the affiliate Centers, the welcome function will be the responsibility of the WIA staff person. Welcome Center staff will complete a needs evaluation for all customers and connect customers to appropriate services and partners to meet their needs. It is anticipated that the customer quality of service will

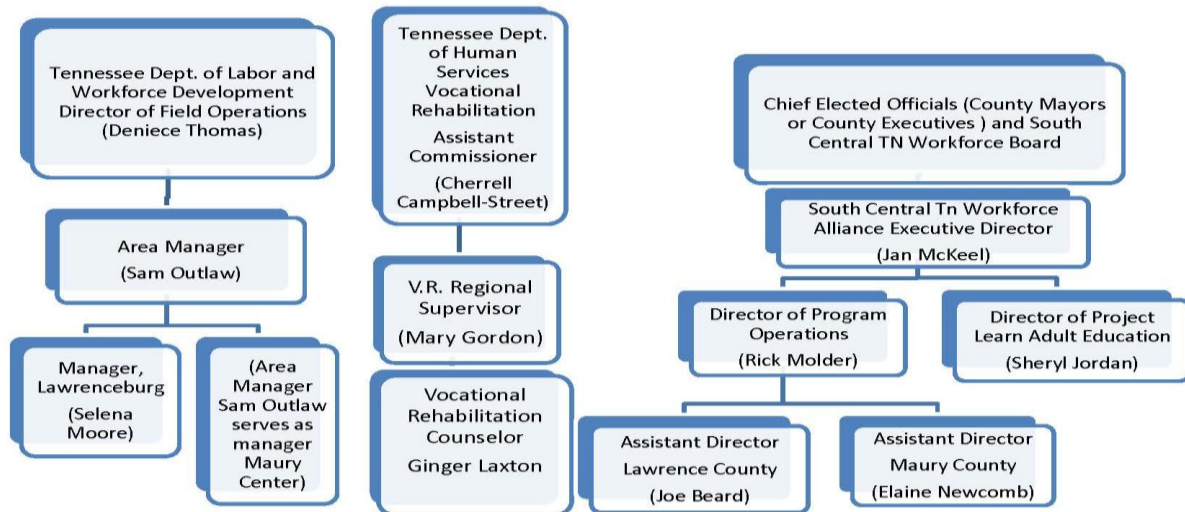
improve, as staff becomes cross trained and deliver services according to customer need rather than program function. The Consortium will design a joint customer survey tool to evaluate services. Other functional areas will include skills/ career development function and Business Services Function. The skills/career development function will consist of skills analysis, facilitation of assessments and testing, identification of support needs, career guidance and coaching, soft skills training, and referral of job seekers to program specific occupational training. All job seekers will register in the Wagner Peyser System. The skills/career development function may be carried out by Wagner Peyser, Workforce Investment Act, or Vocational Rehabilitation staff, with customer being connected to the appropriate partner(s) indicated by the Welcome Function needs evaluation.

The business services function is responsible for building positive relationships with employers, identifying opportunities to address the human resource needs of employers, and design services and products to assist employers in meeting their needs. This function will be carried out by Workforce Investment Act and Wagner Peyser staff.

Tools and technology to be used to expand service delivery and customer pool will include social media, including Facebook, Pinterest, and Twitter, webinars, Skype, online resources, conference calling, and media coverage. Skill assessment tools to be used will include Work Keys to assess basic workplace skills, Career Ready 101 to assess soft skills, and Career Scope to assess interest and aptitudes. Local Workforce Area-10 will incorporate the federal brand of the American Job Center Network to its Center brand.

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FUNCTIONAL MANAGEMENT ORGANIZATION CHART



1: Leadership

The South Central Tennessee Workforce Alliance (SCTWA), a public non-profit 501c corporation is the grant recipient and administrative entity for Local Workforce Investment Area (LWIA) 10. The South Central Tennessee Workforce Board serves under the leadership of the SCTWA, and represents private, public, and community based partners from the eight counties of Giles, Hickman, Lawrence, Lewis, Marshall, Maury, Perry and Wayne counties in southern middle Tennessee.

1.1 Senior Leadership

Leadership of the SCTWA is provided by the Chief Elected Officials of the above mentioned counties, which are the County Mayors or County Executives, along with the South Central Tennessee Workforce Board of Directors and Executive Committee members, Administrative and Career Center management staff of the SCTWA, plus partner program managers. [The annual plan, through various mechanisms, is reviewed by](#)

[senior leadership, with input encouraged. As part of this review, the Governor's goals and objectives outlined in the State Integrated Plan serve as the backdrop for all planning and strategy development. Each month we focus on one of our eight counties, bringing together board members, partners, staff, and employers to listen to our employers provide feedback to two main questions: 1\) Which public workforce services have added value to their business in the past year; and 2\) In which areas could we add or improve services to our business customers. This feedback creates action plans for our employer teams.](#)

[In addition, SCTWA staff participate in two staff developments annually, with time devoted to training, discussion, and brainstorming on vision and values, as well as action planning and implementation design that assist in building our roadmap to achieving annual planned results.](#)

[A new management tool in the development](#)

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phase focuses on results measurement. In consultation with both our LWIB and our SCTWA Board (Elected Officials), we are in the process of developing specific metrics that include but are certainly not limited to WIA performance measures. This Dashboard will be posted on our website, distributed widely, and incorporated into our quarterly board and staff meetings no later than July 2014.

1.1a Vision and Values

The South Central Tennessee Workforce Alliance, LWIA 10, has a proud and successful history since its inception in July 2003 as a 501c3 non-profit organization, formed with the mission of bringing together workforce development partners in Southern Middle Tennessee to provide for improvements in workforce skills through training, development, education and job creation based on employer demands, and resulting in productive citizens who can learn, work, and comfortably care for their families. The importance and development of partnerships has been engrained in our organization even before the enactment of the Workforce Investment Act, and this foundation principle continues to permeate our present efforts, and is the key to successes we experience.

Literally thousands of customers utilize our Career Center system, the flagship product of the South Central Tennessee Workforce Alliance. We currently see over 333 customers daily through our eight county system of comprehensive and affiliate Tennessee Career Centers, and have grown our reputation in each community as a partner, key player, and convener of efforts to 1) support Tennessee's efforts to be the #1 state in the Southeast for jobs; 2) create a

more seamless path from high school, post-secondary education or training, to the workforce; and 3) eliminate the duplication and leveraging of dollars to provide more opportunities to existing job seekers and the emerging workforce. Our network of employers who use and recommend our services grows annually, and it is this success that drives our growth among job seeking customers, including unemployed workers as well as those looking for better paying and/or better benefit-offering positions.

We have developed a Board committed to our mission, and one of our goals is to further develop our board membership, and make better use of the many talents possessed by this group of dedicated volunteers. This continues to be a major focus of our 2014 efforts. We are creating a committee structure focused on targeted industries, and bringing in new private sector board members who can add value to these committees. We are also offering committee membership or ad hoc appointments to professionals not currently serving on the board in order to enhance the work of the committees with subject matter experts, and to further expose industries to the work of the board. We will fill open positions with these committee members as vacancies occur. New members will then have a jumpstart on board knowledge through work on committee assignments.

1.1b Communication and Organizational Performance

Keeping communication open between senior leaders and all staff of the SCTWA is essential to the success of our company. SCTWA directors and coordinators meet with committees of the Workforce Board, participating in policy discussions and

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making recommendations that are forwarded on to the Board for policy determination. Quarterly meetings are held for both the corporate SCTWA Board and the Workforce Board.

As mentioned previously, we encourage input from our communities through visits to each of the eight counties served annually in a listening tour setting. These are widely advertised, and typically are attended by at least 20 guests from the private sector, plus education and economic development partners. Action items are developed and assigned to appropriate staff. This mechanism allows us to engage employers with input as to 1) Which public workforce services have added value to their business in the past year; and 2) In which areas could we add or improve services to our business customers.

Communication among staff is open and ongoing. Budget reviews are held monthly with directors and department managers.

Regional reviews are held twice annually with staff in each of the two geographic regions to review performance standards, company goal attainment, brainstorm, and to develop/refine strategies to reach goals.

Also, a companywide staff development is held twice annually, and allows for reinforcement of vision and values, learning, team building, innovation, motivation, furthering company goals, and celebrating company and individual achievements. Continuing education is encouraged and promoted.

Tuition assistance is available to all staff for degrees related to workforce development. A portion of incentive dollars when available are

set aside professional development. Career Advisors are expected to complete requirements as a Global Career Development Facilitator (GCDF). There are 30 staff GCDF Certified.

As part of the planning process, a SWOT analysis is undertaken annually with education, employer, and economic development partners. From this SWOT analysis, goals are established and incorporated into our annual plan.

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Strengths	Opportunities
<ul style="list-style-type: none"> • Good working relationship among partners in workforce development system • Common goal of connecting job seekers to employers • Strong Dislocated Worker programs • Regional roundtables with ECD annually • Vocational Rehabilitation & Workforce Essentials have strong placements • Support from local elected officials • Support from employers • Incumbent Worker program • Assisting local communities in achieving 3 Star Awards • Excellent, experienced and trained staff • Partner Services complement one another • Geographically located (together, on same campus, close proximity, every county has some representation) • Across the 8 counties and nine career centers, we average around 333 job seekers daily. • Across the 8 counties, the reputation & number of employers we work with is growing • Workforce Development & Conference Center at Northfield as a regional training facility • Work Keys, National Career Readiness Certificate • Interview Stream • Plato, ACT, SAT, Compass alignments • jobs4tn.gov website • Jobs for TN Graduates in six counties • Out of school program in one county • Innovative summer youth program • Partnership with Marshall Co Education Foundation to increase # of students who are post-secondary or workforce ready • Technology • Exceeding performance measures 	<ul style="list-style-type: none"> • Continued expansion of services to employers if funds are available • Growth in manufacturing • Growth of non-traditional labor segments (Biotech, Nanotech, Infotech, and Greentech) • Use Executive Summary of the Nashville Economic Market area to identify new growth opportunities • Organized industry associations • Transitional job market – shift to service industry • Employers paying for CRC's • Enhancement of skills of local workforce through continued expansion of the Career Readiness Certificate program utilizing WorkKeys • Grow referrals through continued marketing of all partner services to any audience • Maximize RESA (reemployment services assistants) ID claimants before they exhaust their UI. • Help UI customers with services (ie. computer skills) • Vocational Rehabilitation broadening who they can serve • Strengthen relation with all Adult Education to improve numeracy/literacy. • Expand communication network outside or with partners • Bond Economic and Community Development better with Education • Functional alignment in comprehensive centers • Strategic geographic location on I-65 between Nashville and Huntsville • Opportunity to work with all ranges of skilled groups, including those with degrees and high wages • Training people to anticipate new growth jobs. • Advising professionals in search for new jobs • Career Corners at county libraries

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	<ul style="list-style-type: none"> • Focus on 18 to 30 year olds to assist with soft skills and awareness of drug testing in the workplace. • Career Advisor set up in schools to work with those who will not be attending college. • Give attention to entry level skills • Career Coaches to be available in Middle TN and will cover remote counties and schools • Entrepreneurship training for youth in two counties • Assist Dual enrollment youth with services. • Disability Employment Initiative • VR and DEI collaboration on referrals and Partner training
Weaknesses	Threats
<ul style="list-style-type: none"> • Shortage of available high wage jobs • Technology Infrastructure • Lack of Skills among a large segment of the workforce • Providers to establish more innovative training for high demand areas • Encouraging basic skills deficient out of school youth to seek Adult Education and career center services • People with disabilities in high school cannot receive regular H. S. Diploma or HSE, because of their low educational skills ability. This limits work options for them • Lack of understanding of scope of services available due to communication • Referral visibility • UI customers are still coming in for one-on-one service • Misconceptions of employers & job seekers about kinds of jobs & services offered through career centers • Limited funds for Marketing • Limited reentry programs for felons 	<ul style="list-style-type: none"> • Continued loss of jobs due to globalization/automation • Continued weakening of the economy • Automation • Lack of Basic computer skills • Workforce shrinking 3-5% • Disability claims on the rise • Government benefits outweigh work benefits • Our area consistently continues with a high unemployment rate • Drug and Cultural Issues • Intrinsic value of work (just want position and paycheck and don't take pride in work) • UI questions in affiliate centers • Funding decreases are a continued threat

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Goals Identified

Shortage of available high wage jobs - We are working to identify career paths within industries that will lead to high- wage jobs. This method provides training opportunities within industries, allowing workers to secure jobs, work, and then resume additional training for more advanced careers.

Lack of skills – We are promoting use of the Career Readiness Credential (CRC) to quantify the number of people with skills (Gold, Silver, and Bronze). We have awarded over 16,486 certificates in the past 7 years. Our economic development partners use this in defense of the common misconception that because of the rural geography in which we live, our workforce is lacking in skills. And, we actively solicit those who have not yet earned a Career Readiness Certificate to remediate at the Career Center until they do achieve CRC success.

Technology Infrastructure – Work with Connect TN in each of our counties to move communities to increased readiness with technology.

Limited Funds for Marketing – We are faced with the challenge of appealing to the masses without much of a budget for traditional advertising and marketing tools. We therefore look for opportunities to share our available resources through newspaper and radio coverage of events, opportunities to serve as “employment experts” for features, share informative articles, websites and upcoming events with our facebook/twitter and Pinterest followers, and opportunities to introduce

the brand “Tennessee Career Center”, especially to the emerging workforce of 18-22 year olds. We measure our coverage by counting our media hits, promote our website and measure usage of it, by the number of followers/interaction on our Facebook/twitter and Pinterest accounts, and sponsor programs through our Workforce Board, communities, and chambers which also provide insight as to our resources at the Tennessee Career Centers.

Referrals [2 way] visibility – We continue to address this issue with partners at each location through staff development activities, job placement team meetings, and process improvement discussions.

Misconceptions of employers & job seekers about kinds of jobs & services offered through career centers – Employ various tools including:

- Newspaper and radio stories and features
- Business Services Representatives call on new and existing customers throughout the region
- Participation in area
- chamber/existing industry networking activities
- Partner with other agencies (e.g.
- SCHRM, Chambers, USDA, local economic development agencies, etc.) to present employer workshops

Lack of understanding of scope of services available – Employ various tools including:

- New Customer orientations
- Placing a Menu of Services in each customer’s hand upon arrival at the Career Center

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- One on one discussion of customer needs, both for job seekers and employers

1.2: Governance and Social Responsibilities

1.2a Organizational Governance and Addressing Social Responsibility

The South Central Tennessee Workforce Board operates as a committee of the Central Tennessee Workforce Alliance, our corporate entity. Each County Mayor, along with the Chairman of the Workforce Board, serves on the corporate board of directors.

Workforce Board members are nominated by the County Mayors and are selected to represent appropriate segments and partners as identified in the Act. The SCTWA serves as the grant recipient and governing body of the Workforce Investment Act Grant funds for LWIA 10, and was assigned these duties through the formal consortium agreement signed by the county mayors, and by which they assume ultimate fiscal responsibility.

Policies and procedures are established by the SCTWA Board, Workforce Board and staff, in accordance with the Workforce Investment Act of 1998, with guidance from the USDOL and the Tennessee Department of Labor and Workforce Development.

Management Accountability Open communication delivered in a structured and regular format provides constant updating of our board members, both corporate and workforce boards. We rely

on our SCTWA Board of Directors, as well as our Executive Committee of the LWIB, to understand key elements of our responsibilities, ask pertinent questions, and engage in our operations from a position of oversight. Participation by members of both boards in trainings and conferences provide opportunities to network with board members from across the country as well as learn from subject matter experts and leading professionals in workforce development. Our Dashboard (in development) will put metrics into one tool for leadership and staff, and allow us to constantly gauge progress towards annual goals.

All staff participate in an annual performance review process with his/her supervisors. Included in the performance review is the opportunity to set personal performance goals, and determine the course of action needed to reach each goal. Ultimately, all staff is expected to meet and exceed program performance measures, and review of these measures is a part of each quarterly meeting, and each semi- annual Regional Review with staff.

Fiscal Accountability A number of processes are employed to ensure fiscal accountability. Each subcontractor is monitored by our internal monitor and Assistant Director of Fiscal Services. External monitoring is provided annually by the PAR (Program Accountability Review) team of the Tennessee Department of Labor and Workforce Development. Additionally, an independent audit is performed each year with results reviewed with the SCTWA Board of Directors by the Auditor, and the written audit is shared electronically, and becomes an annual

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agenda item with the LWIB. Any finding(s) must have corrective action developed and accepted by the SCTWA Board if it is the result of an independent audit, or by the TN Department of Labor and Workforce Development if the finding is the result of a monitoring visit.

Succession Planning for Senior Leaders

Responsibility for succession planning rests with the Executive Director with input from direct reports. We rely upon continued education to further the growth of management, including participation in local and regional leadership programs, certification as a Global Career Development Facilitator by all staff who deliver services to customers, and participation in workforce development or career development conferences as funds allow. Cross training is also used to ensure that difficult or more complicated tasks are shared with appropriate staff so that an understanding of the full breadth of duties, especially of senior leadership, is understood and recognized by the entire management team. Development of the plan is a great example of how senior management is depended upon to work together under the leadership of the Executive Director, and in this example, the Communications Manager who has responsibility for turning all information into the finished product.

1.2b Legal and Ethical Behavior

Transparency in Operations To promote and ensure ethical behavior of our board, all Workforce Board members are required to sign Conflict of Interest statements as a condition of membership. The statement is reviewed as part of the Workforce Board Member Orientation.

The SCTWA's Equal Opportunity Officer is responsible for training all staff in prevention of discrimination. She also handles any complaint by either a customer or employee following established grievance procedures that includes notification of appropriate TDLWD staff.

1.2c Support of Key Communities

We have identified four categories of social responsibilities in which we are governing and addressing.

Reduction of our footprint – At each of our locations, we are encouraging **recycling** of waste products, including paper and plastic. We also require **carpooling** to meetings and/or conferences when feasible. Also, participating in **Webinars** reduce the travel required and allow more staff to participate. **Energy efficiency** is addressed by setting thermostats just a few degrees lower during operating hours in the winter, raising just a few degrees in the summer, and raising awareness within the organization of the need to be conscious of adjusting the thermostat appropriately when the centers are closed. Finally, we are refocusing efforts on the availability of **Online Resources** which allow access to information without requiring all information be printed in hard copy format.

Education of our communities on social issues, e.g. drug abuse, identifying available resources and searching for potential solutions – We incorporate into workshops, meetings with employers, presentations, and partnership opportunities facts about **drug use** as it relates to workforce development,

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employers who are willing to hire **ex-offenders**, and **dropout rates and the effect of a lack of education and skill development** on the job seeker and the community. We partner with many of our school systems to suggest **what parents can do to assist in career development** with their children, and plan to incorporate this into our emerging Summer Youth activities.

Community Involvement - Employees at all locations and in all positions within the organization are encouraged and allowed to participate in community efforts related to workforce development within our area. Staff members **serve on local boards** of economic development organizations, chambers of commerce, organizations such as the Boys & Girls Clubs, and college and school advisory boards; **participate in leadership programs** such as Leadership Maury and Leadership Middle Tennessee; **support, participate in, and benefit from United Way programs**; and **are encouraged to volunteer** in a variety of efforts throughout our region.

Leveraging with other Non-Profits – Through our association with other non-profits, we are able to spread the word of how we can assist their customers with finding jobs, upgrading skills, and improving their lives. We partner with a number of organizations in each community, including chamber committees, United Way, Senior Citizen Centers, Education Foundations, and Three Star Community programs. We often have the opportunity to present to and participate with local civic organizations, community advisory boards, and family centers.

Our company actively seeks other grant opportunities that complement and support the mission of our company and serves our communities. Our efforts have been successful in securing additional non-WIA programs and associated funding, including Jobs for Tennessee Grads through the Tennessee Department of Education, Adult Education for Maury County, Maury County's Imagination Library, WIRED programs for the Tennessee counties included in the Tennessee Valley WIRED funding, Tennessee Arts Commission grants, and Big Read grants funded by the National Endowment for the Arts.

2: Strategic Planning

2.1a Strategy Development Process Our organization employs a number of methods to continually set strategy, receive feedback, review quantifiable results, and feed back into strategy refinement and development of new strategies. Formally, strategic planning is conducted annually. Career Center partners are invited to participate in sessions in to plan future services based on SWOT analysis. The sessions are strategic in nature and focus on Career Center system goals and tasks. We follow the structure provided by the Tennessee Department of Labor and Workforce Development's (TDLWD) Workforce Development Unit. Results of these sessions are then shared electronically to all partners and workforce board members, encouraging comments and suggestions. Annual plan modifications follow the same process, again following the format provided from TDLWD. Once the plan/plan modifications have been developed in draft format, the document is

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placed online for public review. Email blasts are sent out to publicize the availability of the draft plan, with availability of print copies if requested. The SWOT Analysis is the foundation of the strategic planning process, and is a valuable tool that allows partners to visualize our strengths, weaknesses, opportunities and threats, and to continually improve our performance across the region as the public workforce system in southern middle Tennessee. (See SWOT Analysis in Section 1.1b)

One of the most important strategies of the SCTWA is to determine how we prepare workers for high-skill, high growth job opportunities. Starting with accessible and accurate data, we identify the high-skill, high growth regional job opportunities. We use three main labor market data sources, Economic Modeling Strategies, Inc. (EMSI), Tennessee Job Outlook – Hot Careers to 2020 and jobs4tn.gov, the latter two a product of the TDLWD's Labor Market Information Unit. We regularly distribute the information to jobseekers, economic development partners, public officials, and the media in an effort to continually educate and orient those considering training so that customers can make well informed and educated decisions of training options.

A number of career awareness workshops, activities, and customer research activities are also part of the services provided by the Career Centers for those contemplating training options. Emphasizing the need for Career Readiness Certificates helps the job seeker in getting a clear picture of current skill levels, the corresponding high growth job

opportunities provides the job seekers an accurate interpretation of current foundation skills, and allows the job seeker to determine if he/she desires to work on increasing skill levels through the use of a number of tools available at the Career Center, and therefore become more prepared for the skill foundation required for high demand, high growth jobs. We continue to work toward a strategy of funding only targeted segments, and anticipate completing these efforts in the coming program year.

2.2 Strategy Development We work as regional economic development partners in the following configurations:

Regional partner with TVA - The TVA Economic Development Project Manager for the Middle Tennessee Region includes our organization in economic development activities in the eight county region of Giles, Hickman, Lawrence, Lewis, Marshall, Maury, Perry and Wayne. [Most partnership activities with TVA involve recruitment of potential new employers, or growth of existing industry.](#)

Regional partner with Middle Tennessee LWIAs 6, 8 & 9 – [We partner in several ways in Middle Tennessee. Partnerships are natural and often follow commuter patterns, such as participation in one another's hiring events and job fairs, or the promotion of these events. Often we share training opportunities for our staff. Our most recent partnership is a more structured approach to connecting industry in three key sectors – Advanced Manufacturing, Healthcare, and Information Technology. These partnerships, which also include the Tennessee Board of Regents and its Middle Tennessee](#)

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Community Colleges and Tennessee Colleges of Applied Technology, and key employers in each of the identified sectors. Governor Haslam assisted in our Kickoff Session last year, and progress is being made in each of these panels to maximize training opportunities in those careers most in demand, and aligned with employer requirements.

Regional Partner with all eight county Economic Development Organizations in our LWIA - Through periodic meetings, activities, and service on various local ECD boards, we represent the region. Our local workforce board also includes as directors ECD representation from region. Also, our staff serves on the local Economic Development Council/Committees in Maury, Lewis, Giles, Marshall, and Hickman counties.

2.2a Action Plan Development and Deployment

As previously discussed, education and awareness of job opportunities in high growth fields is key to assisting job seekers in making solid decisions that will best contribute to career development goals. Job seekers desiring to access career center scholarships are required to adequately research job opportunities and local availability, related salary information, required training to perform the job, and opportunities with the career for continued training and advancement.

As part of our quarterly Workforce Board meetings and semi-annual Regional Reviews, the Training Related Placement Report is issued and reviewed. This report surveys program completion rates, placement wages, training related placements of all training opportunities

funded in our area. This report is monitored to alert us to programs that may be having difficulty graduating students, or training programs which may be producing graduates who are having difficulty obtaining employment in the field of training, or programs from which graduates are not successfully replacing wages. This report is widely distributed, and Career Advisors use it as a basis of discussion with those seeking Career Center Scholarships. There have been programs removed from our eligible training options based on poor results as tracked from this report. We have also requested training providers to review and upgrade curriculum based on poor results. Each year in May, SCTWA senior management presents to our SCTWA corporate board our draft budget for the upcoming program year, with options for how budget deficits will be met, or suggested line items increases when the projected revenues allow. It is in this budget review and discussion that priorities are set and funded. From this annual review, senior management is charged with the objectives that we must meet in order to achieve financial overall goals for the next program year. The budget and its priorities are then communicated to the Workforce Board with opportunity for input into strategy development as we plan deployment through the workforce system.

A number of quantitative measures are reviewed on regular basis to measure our success in implementing strategy. Along with the negotiated performance standards displayed in Figure 7.1.1, we review:

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- Average Daily Traffic by Career Center
- Weekly # of Career Readiness Credentials awarded by Career Center, and by Level – Gold, Silver, Bronze
- Monthly Workshop Attendance
- Monthly Financial Review
- Quarterly Program Exit Review

Addressing skill shortages through apprenticeships

– Skill shortages are being addressed in a number of ways. We have struggled in attracting applicants for the Tennessee Apprenticeship Assistance Program as we have only 2 registered apprenticeship programs in our area, and these programs have drastically reduced the number and frequency of apprenticeships. We are now working to educate employers on the benefits of using apprenticeships as a means of training with the goal of adding registered programs to the area training options. Recently, Cytec Industries approached us and expressed interest in creating an apprenticeship program for Electrical & Instrumentation Technicians as they anticipate a need due to the retiring baby boomer workforce. Electrical & Instrumentation Technicians install, service, troubleshoot; perform preventative/predictive maintenance on equipment and service high voltage electric systems, repair, and test, adjust, and/or calibrate and install electrical equipment.

In a recent survey of Business and Industry in LWIA 10, employers felt that over the next 5-10 years there would be a need for approximately 30 individuals needed to perform the duties of an Electrical & Instrumentation Technician. The skills

possessed by a seasoned E & I Technician include: math, mechanical, safety, computer operation, communication, critical thinking, troubleshooting, and manual dexterity. To address this skills shortage, Tennessee Technology Center of Hohenwald and Cytec Industries (a local manufacturer) have collaborated to develop a training plan to include: Classroom training, On-the-Job training, lab activities, and in-house training (combining classroom training and on-the-job training). An application is in development for this program, and the Tennessee Apprenticeship Assistance Program could provide much needed assistance not only to Cytec Industries, but other business and industry throughout the LWIA by training incumbent and/or new employees.

Services in a challenging economy

The following observations/actions provide insight as to how the economic downturn has affected our services at the Career Centers in our area.

- Average Daily Foot traffic in all our centers is 333 per day.
- Purchasing additional classes to meet the needs of laid off job seekers and eliminate the wait time for certain classes, such as LPN training and Emergency Medical Technician (EMT) training.
- Hire Dislocated Workers, DEI participants, and youth as interns to work at each career center to better equip them with needed customer service skills, and to assist with the increased traffic in the Career Centers.

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Job Fairs still continue to assist those who are unemployed with their job search needs.

A number of new workshops have been introduced to address timely topics. We are sponsoring workshops –*Managing Your Credit* and *Budgeting to Survive a Recession*– to assist customers with financial needs they may have during these troubling economic times. With numerous job seekers competing for employment, LWIA 10 will be offering *Social Media*, a seminar to help business leaders and job seekers learn how to better utilize LinkedIn, Facebook, Plaxo and Twitter. We also will be scheduling *Jobs of the Future* workshops to include Green Jobs, Biomed, and Federal Jobs.

Our Career Centers are seeing a growing number of professionals who have experienced downsizing. To better serve this segment, we are partnering with individuals in Professional and Upper Middle Management to form a Focus Group to determine if there is a need for a Career Transition Group for individuals in our area who have lost jobs in the Management field.

Another new workshop entitled *How to Pay for Post-Secondary Education* will be offered for dislocated workers looking for a career change or an upgrade of their skills. This will also be marketed to parents of high school students in an effort to provide valuable information of available resources.

Advancing entrepreneurial skills is an option for some individuals finding themselves unemployed or needing to supplement income. A series of Entrepreneurial Workshops are being

conducted in four of our counties – Perry, Wayne, Hickman, and Marshall - as the capstone to workshops cosponsored with USDA Rural Development and the Buffalo Duck River Conservation District. Workshops geared toward tourism, customer service, and developing destination businesses were conducted in Perry County and attended by over 300 people from across the region. From these initial efforts, over 70 potential entrepreneurs/small business owners are following curriculum provided by SCORE, Counselors to America's Small Business. At the conclusion of the workshops, students will have collected all the information needed to write a business plan for their proposed venture. Completed business plans will be submitted to Columbia State Community College, and those submitting the best plans will be paired with a paid mentor, funded with a grant from the USDA. We are anxious to see this plan through a complete cycle, and anticipate that there will be at least one successful startup or expansion in each of the four counties. For those who do not carry through with establishing a business, they will still have gained valuable entrepreneurial skills which are increasingly named as required by employers.

2.2b. Performance Projection

Reports generated through eCMATS data collection system, along with the newly available Dolce Vita stem are our main tools in projecting performance. Budget performance is reviewed monthly, and is imperative when a company with our revenues (approximately \$5 million annually) runs with as small a percentage of carry over funds as we annually plan.

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Since the inception of the Workforce Investment Act, we have followed the strategy of wisely investing as much of our annual allocation as we safely can each year, thus allowing for only a small carryover percentage, sometimes planning for as low as a 3% carryover. This fits with the USDOL recommendations to expend funds, and has been necessary as we have witnessed funds decrease to the system over the years while we have made strategic decisions to continue to grow our services.

One of our goals is to of course exceed planned performance in such a way that we are eligible for incentive funds made available from the TDLWD. Local negotiated performance goals were exceeded in 2011 and 2012.

3: Customer and Market Focus

3.1a Customer and Market Knowledge

The South Central Tennessee Workforce Board, in compliance with Section 122, "Identification of Eligible Providers of Training Services," and Section 195, "General Program Requirements," of the WIA legislation, conducts in-depth research, gathers complete and verified information, and thoroughly evaluates all service providers specifically pertaining to past performance in job training or related activities, fiscal accountability, ability to meet performance standards, and non-duplication of services.

The Workforce Investment Act (WIA) emphasizes informed customer choice, performance, and improvement. Training providers must be determined eligible to receive WIA funds to train eligible customers prior to becoming WIA training

providers. Section 122 of the Workforce Investment Act states that the primary consideration in selecting agencies or organizations to render training services is based on demonstrated performances in the completion rates for all individuals participating in the program. To be determined subsequently eligible to receive WIA funds, a provider must submit to the South Central Tennessee Workforce Board verifiable program-specific performance information. These training providers were identified by our workforce board at the start of the Workforce Investment Act in July, 2000; and any new training providers must be approved by the South Central Tennessee Workforce Board.

The South Central Tennessee Workforce Board approves new training providers based on the information in the application received, reasonable cost and location. Also, the programs recommended for funding must be programs leading to occupations in demand in our local area or surrounding areas as identified by our workforce board; namely LWIA 8,9, and 10, and those occupations identified in the recognized labor market information systems [Jobs4TN.gov](#), [Economic Modeling Specialist, Inc. \(EMSI\) database](#) and the [Tennessee Job Outlook – Hot Careers to 2020](#)). Once our local board approves the training provider, the information is forwarded to the state appointed administrative entity, Tennessee Department of Labor and Workforce Development Eligible Training Providers List (ETPL), for publication on the Tennessee Eligible Training Providers' List.

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The SCTWA produces, studies, and makes available through the Career Centers quarterly reports on training exits that shows all WIA or TAA funded programs, average pre-and post-wages for each training program participant, the number of training related placements, training completers and percentage of wage increase or decrease after training. The report results attempts to measure the effectiveness of each training program we fund. The results of the report are shared with our career advisors to use when counseling career center customers who are seeking training services. The goal is to avoid funding programs that are not providing self-sufficient wages for our career center customers, and these reports are another tool in allowing customers to make their own best choices.

Many other pre-training activities are required to promote career training success and to prepare jobseekers to meet employer needs. Included are:

- Pre-Scholarship Workshop – 15 hour workshop that focuses on time management, study skills, and motivational topics;
- CNA training is required prior to entering a nursing program;
- A National Career Readiness Certification (NCRC) is required prior to/before completion of selected training program. The Career Readiness Certificate is a credential that is recognized by most employers, and the credential validates that a job seeker has basic workforce skills.

Workforce Development & Conference Center at Northfield: Utilizing the \$5M grant received by the State of Tennessee's

Economic and Community Development to broaden the SCTWA's impact on workforce development in the South Central TN area. The WDCC at Northfield's three components encompass:

- Training
 - The facility houses a number of diverse educational institutions which enables them to extend their curriculum to an additional location and offer it to students in the middle Tennessee area.
- Conference Center
 - Centrally located in Middle Tennessee and conveniently off of the Saturn Parkway adjacent to I-65, Northfield is the ideal location for regional conferences, employee training sessions, or association meeting.
- Commercial Space
 - IBEX Global and Randstad are businesses currently leasing space with an additional 75,000 sq. ft. still available.

NEG \$8.4M Dislocated Autoworker

Grant: Provided services to and enrolled 1325 former production workers (and eligible spouses) displaced by the November 2009 layoff by General Motors-Spring Hill, Penske, Johnson Controls, Premier and Spontex. Grant ended June 30, 2013, with the following numbers being served:

- 473 received training services
- 1325 received intensive services
- 203 received support
- Total enrolled 1325
- 1000 employed

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Entrepreneurship Grant: The SCTWA was awarded a \$250,000 Entrepreneurship Grant by the state to help entrepreneurs turn ideas into businesses.

Targeted Sectors

From 2000-2010, the region's manufacturing saw a drop of over 35 percent. The Manufacturing industry starting in the first quarter of 2010 began to see growth at a rate of 4.5 percent by the end of 2011. (Source: The Brookings Institution) In the first quarter of 2013 there were 12,124 employed in the manufacturing industry in LWIA 10 and therefore indicates manufacturing jobs are on the rise.

The table below shows the distribution of industries in LWIA 10, Tennessee for the 1st quarter, 2013.

Rank	Industry Sector	Establishments	Employees
1	Total, all industries	4,243	65,892
2	Total, all industries	4,243	65,892
3	Manufacturing (31-33)	293	12,124
4	Health Care and Social Assistance	499	10,524
5	Retail Trade (44 & 45)	817	8,317
6	Education Services	48	7,110
7	Accommodation and Food Services	366	5,693
8	Public Administration	80	3,642
9	Admin., Support, Waste Mgmt, Remediation	191	3,509
10	Finance and Insurance	240	2,509

Source: TN Dept of Labor & Workforce Dev, Div Emp Sec, R&S

Occupations in demand in LWIA 10 defined as Hot Careers to 2020 by the Tennessee Department of Labor are shown below. These are jobs that are expected to have 10 or more annual job openings per year. Accountants and Auditors (840 annual job openings), Financial Managers (335 annual job openings), Insurance Sales Agents (300 annual job openings), Loan Officers (260 annual job openings), and Computer Systems Analyst (285 annual job openings) are leading the way in annual job openings and all require Bachelor's degrees and median wages range from \$34,049-\$70,316. Computer Programmers are

expected to have 200 annual job openings per year and have the highest wages on the list of hot career with median wages of \$115,901.

Registered Nurses are projected to have 60 annual job openings, median wages \$51,177 and is the top occupation in our area that requires an Associate's. Medical Secretaries and Preschool Teachers require post-secondary vocational training and have 10-15 annual job openings with salaries ranging \$19,652-\$23,735 per year.

It is projected Self-Enrichment Education

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Teachers will have 135 annual job openings and median wages of \$33,789 for work experience careers. For long-term on-the-job training careers such as Police and Sheriff's Patrol Officers, the annual job openings is 610 with wages of \$32,982; another long-term training career with many annual job openings include Claims Adjusters, Examiners, and Investigators

with 140 openings, wages \$64,535. The two careers requiring moderate on-the-job training that are the most impressive are openings are Sales Representatives, Wholesale and Manufacturing (30 annual job openings, wages \$40,144) and Extruding and Drawing machine Setters, Operators, and Tenders, Metal and Plastic (70 annual job openings, wages \$36,480).

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**LWIA 10: Giles, Hickman, Lawrence, Lewis, Marshall,
Maury, Perry, and Wayne counties**



Careers to 2020

These careers have it all!

Personal Skills and Abilities

- advanced skills required
- moderate skills required

Job Title	Personal Skills and Abilities									
	2012-2020 Average Annual Openings	2012 Median Salary	Personal Skills: Reading (English)	Math	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability
Master's degree										
Educational, Guidance, School, and Vocational Counselors	170	\$40,469	●	○	●	●				A
Mental Health and Substance Abuse Social Workers	130	\$31,425	●	○	●	●	●			
Mental Health Counselors	145	\$33,956	●	○	●	●	●			
Physical Therapists	215	\$81,978	●	○	●	●	●			
Bachelor's degree										
Accountants and Auditors	840	\$53,004	●	●	○	○				
Child, Family, and School Social Workers	220	\$34,201	●	○	●	●	●			
Computer and Information Systems Managers	155	\$77,097	●	○	●	●	○	○		
Computer Programmers	200	\$115,901	●	●	○	○	○	●		A
Computer Systems Analysts	285	\$62,934	●	●	●	●	○	●		
Directors, Religious Activities and Education	210	\$54,510*	●	○	●	●	○			
Elementary School Teachers, Except Special Education	40	\$42,077	●	●	●	●	○			A
Farmers, Ranchers, and Other Agricultural Managers	25	\$34,050*	●	○	●	●	●			
Financial Analysts	130	\$68,430*	●	●	○	●				
Financial Managers	335	\$70,316	●	●	●	●				
Healthcare Social Workers	180	\$41,252	●	○	●	●	●			
Industrial Engineers	120	\$89,090	●	●	○	●				
Insurance Sales Agents	300	\$35,720	●	○	●	●				
Loan Officers	260	\$34,049	●	●	●	●				
Medical and Clinical Laboratory Technologists	135	\$54,071	●	○	○	○	●	○		
Middle School Teachers, Except Special and Career/Technical Education	20	\$42,542	●	○	●	●				A
Public Relations Specialists	140	\$44,480*	●	○	●	●				A
Secondary School Teachers, Except Special and Career/Technical Education	20	\$42,793	●	●	●	●	○			A
Software Developers, Applications	130	\$76,565	●	●	○	○	○	●		A
Software Developers, Systems Software	120	\$70,582	●	●	○	○	○	●		A
Special Education Teachers, Preschool, Kindergarten, and Elementary School	10	\$41,980*	●	○	●	●				A
Associate's degree										
Registered Nurses	60	\$51,777	●	○	●	●	●			
Post-secondary vocational training										
Medical Secretaries	10	\$23,735	●	○	●	○				
Preschool Teachers, Except Special Education	15	\$19,652	●	○	●	●				A

✓ Jobs in Demand
✓ Positive Job Growth
✓ At least 10 expected annual job openings

*Due to insufficient local data, the annual salary shown is the statewide median for that occupation.

Job openings for occupations requiring bachelor's degrees and above may be shown for the state as a whole.



www.Jobs4tn.gov/

Tennessee Department of Labor • Burns Phillips, Commissioner
www.tn.gov/labor-wfd/outlooks/statewide.pdf

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**LWIA 10: Giles, Hickman, Lawrence, Lewis, Marshall,
Maury, Perry, and Wayne counties**



Careers to 2020

These careers have it all!

Job Title	Personal Skills and Abilities										Jobs in Demand
	2012-2020 Average Annual Openings	2012 Median Salary	Personal Skills: Reading (English)	Math	Service Orientation	Persuasion Skills	Science Skills	Computer Programming Skills	Repairing Skills	Artist/Creative Ability	
Personal Skills and Abilities											
● advanced skills required											
○ moderate skills required											
Work experience in a related occupation											
First-Line Supervisors of Construction Trades and Extraction Workers	15	\$42,755	●	○	●	●	○				
First-Line Supervisors of Food Preparation and Serving Workers	20	\$21,624	●	●	●	●					
First-Line Supervisors of Office and Administrative Support Workers	30	\$42,309	●	○	●	●					
First-Line Supervisors of Retail Sales Workers	25	\$31,241	●	●	●	●					
Self-Enrichment Education Teachers	135	\$33,789	●	○	●	○					A
Long-term on-the-job training											
Claims Adjusters, Examiners, and Investigators	140	\$64,535	●	○	●	●					
Cooks, Restaurant	15	\$21,560	○	○	○	○					A
Electricians	25	\$62,256	●	●	○	○	○			●	
Machinists	20	\$63,254	●	○	○	○			○		
Plumbers, Pipefitters, and Steamfitters	15	\$30,400	●	○	●	○	○		○		
Police and Sheriff's Patrol Officers	610	\$32,982	●	○	●	●					
Moderate-term on-the-job training											
Billing and Posting Clerks	10	\$28,434	●	○	●	●		○			
Bookkeeping, Accounting, and Auditing Clerks	15	\$26,995	●	●	○	○					
Cooks, Institution and Cafeteria	20	\$20,417	●	○	●	○					A
Customer Service Representatives	25	\$27,271	●	○	●	●					
Executive Secretaries and Executive Administrative	10	\$32,483	●	○	●	●		○			
Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	70	\$36,480*	●	○	○	○			○		
Heavy and Tractor-Trailer Truck Drivers	50	\$28,273	●	○	○	○			○		
Highway Maintenance Workers	10	\$25,390	○	○	○	○			○		
Medical Assistants	15	\$23,466	●	○	●	●	○				
Pharmacy Technicians	20	\$26,932	●	●	●	○	○				
Pipelayers	10	\$33,200	○		○	○			○		
Residential Advisors	125	\$21,400	●	○	●	●					
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	30	\$40,144	●	○	●	●					
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	20	\$25,275	●	○	●	○					
Job openings for occupations requiring bachelor's degrees and above may be shown for the state as a whole.											
Positive Job Growth											
At least 10 expected annual job openings											

Job openings for occupations requiring bachelor's degrees and above may be shown for the state as a whole.

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Training Services

Vision for Training

Our vision is to continue to develop and nurture relationships with employers to provide the services of training grants in a professional and timely manner. On-the-job, Customized and Incumbent training have been and will continue to be a much needed and appreciated tool for employers. We want to ensure that all the grants funds provided will upgrade our current and future workforce for the jobs of the future. We will target our training dollars to match targeted industries identified in our area by labor market information, our economic development partners, and trends in local employment.

Our Goals

1. Increase the number of skilled shortage partnership training grants accessed by employers to close the skill gaps in the health care, information technology, and advanced manufacturing fields.
2. Integrate work and school based learning for high school students to develop sound career pathways, extensive assessments and job skill enhancements centered on high growth areas.
 - a. Sponsor annual Career & Technical Training Provider fair with local school systems and colleges for 1,300 graduating seniors to become aware of the career clusters and training opportunities after high school.
 - b. Increase the number of Career Readiness Certificates awarded to high school students before graduation, and recognize those earning Certificates at high school Honors Programs and Graduation Ceremonies.
- c. Continue to grow our Jobs for Tennessee Graduates program (currently in all 6 counties).
- d. Encourage, promote, and find non-WIA funds to grow Project Lead the Way pre engineering curriculum in our school systems.
3. Promote incumbent worker program to spend 100% of the funds allocated to employers meeting state and local criteria for approval.
4. Utilize the 30 employers who have agreed to interview and/or hire ex-offenders by offering on-the-job training and federal bonding for re-entry to the workforce. Partner with police departments, probation and parole officers, Department of Corrections and other community based organizations to also aid with the re-entry into society, and to provide resources to prepare ex-offenders for the Career Readiness Certificate.
5. Engage business, industry, education, economic development, and community organizations to identify workforce needs and develop strategies and solutions to address those challenges by hosting monthly Breakfast Brainstorm (listening tour) sessions and county workforce conferences throughout the 8 county area.
6. Use monthly job placement team meetings as a tool for Career Advisors to discuss job ready customers for job development with Business Services unit. [All partner staff in the Comprehensive centers take part in this.](#) This can also be used as an incentive to promote On-the-Job training with employers to help the

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customer gain the experience and skills needed to excel in the workplace.

7. Target industries and use new marketing strategies to increase presence in Spring Hill area due to high volume of growth.
8. Identify 4 employers in each community who are not using Career Readiness Certificate as a hiring tool and promote the benefits of using the Career Readiness Certificate. We currently have more than 50 employers regularly using this tool.
9. In partnership with TDLWD, award 2 Apprenticeship Assistance Program training grants to businesses with a skills shortage or high growth demand occupation.

Types of Jobs focused on the 16 Career Clusters published by TN Department of Education

- Agriculture, Food & Natural Resources
- Architecture & Construction
- Arts, A/V Technology & Communications
- Government & Public
- Administration
- Business, Management, &

Administration

- Education & Training
- Finance
- Health Science
- Hospitality & Tourism
- Human Services
- Information Technology
- Law, Public Safety, Corrections & Security
- Manufacturing
- Marketing, Sales & Services
- Science, Technology, Engineering, & Mathematics

Transportation, Distribution & Logistics

We continue to fund training with expected high wages and growth. We currently have three enrolled in Accounting, seven enrolled in Registered Nursing, six enrolled in Practical Nursing, three in Elementary Education, and one in Dental Hygienist.

The training program completers with the highest average wages are Registered Nursing (\$21.47), Computer Information Systems (\$24.82), Radiology Technology (\$18.00), Physical Therapy Assistant (\$26.00), Process Tech (\$22.00), and Dental Hygienist (\$32.00).

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Top Employers in LWIA 10

Employer Name	City	State	Zip Code	Estimated number of employees
<u>Gm Spring Hill Plant</u>	Spring Hill	TN	37174	5,000-9,999
<u>Maury Regional Medical Center</u>	Columbia	TN	38401	1,000-4,999
<u>CKNA of Lewisburg</u>	Lewisburg	TN	37091	500-999
<u>Tennessee Farm Bureau</u>	Columbia	TN	38401	500-999
<u>Walker Die Casting Inc.</u>	Lewisburg	TN	37091	500-999
<u>Walmart Supercenter</u>	Columbia	TN	38401	500-999
<u>Frito-Lay Inc.</u>	Pulaski	TN	38478	500-999
<u>Jones Group Distribution Center</u>	Lawrenceburg	TN	38464	500-999
<u>Turney Center-Adult Prison</u>	Only	TN	37140	250-499
<u>Tennessee Farmers Insurance Co</u>	Columbia	TN	38401	250-499
<u>Cosmolab</u>	Lewisburg	TN	37091	250-499
<u>South Central Correctional Center</u>	Clifton	TN	38425	250-499
<u>Columbia State Community College</u>	Columbia	TN	38401	250-499
<u>Teledyne Electronic Manufacturing Service</u>	Lewisburg	TN	37091	250-499
<u>Walmart Supercenter</u>	Lawrenceburg	TN	38464	250-499
<u>Graphic Packaging Intl</u>	Lawrenceburg	TN	38464	250-499
<u>Bates Rubber Inc.</u>	Lobelville	TN	37097	250-499
<u>Columbia Mall</u>	Columbia	TN	38401	250-499
<u>Jones Apparel Group</u>	Lawrenceburg	TN	38464	250-499
<u>Kantus Corp</u>	Lewisburg	TN	37091	250-499
<u>Mueller Gas Products</u>	Waynesboro	TN	38485	250-499
<u>Williamson Medical Center</u>	Columbia	TN	38401	250-499
<u>Walmart Supercenter</u>	Pulaski	TN	38478	250-499
<u>Crockett Hospital</u>	Lawrenceburg	TN	38464	250-499
<u>Nichirin-Tennessee</u>	Lewisburg	TN	37091	250-499

Source: TN Dept of Labor & Workforce Dev, Div Emp Sec, R&S

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Valuable Career Center Tools for Customers

- **CareerScope** is a self-administered tool that measures a customer's aptitude and interest through valid and reliable assessment tasks. The results are instrumental in helping an individual choose an appropriate and meaningful career or course of study. CareerScope can incorporate physical performance scores including motor coordination, finger dexterity and manual dexterity.
- **Career Ready 101/KeyTrain** is a comprehensive system for improving soft skills and basic skills measured by the WorkKeys Employment System. Career Ready 101/KeyTrain helps in assessing potential WorkKeys scores, allows for review of topics in each WorkKeys skill area, and allows for practice problems similar to those on an actual WorkKeys assessment.
- **Winway Resume** helps our customers create winning resumes and cover letters. The software tool can assist in creating resumes of any type and offers videos for interview, job search, and salary negotiation tips.
- **CustomGuide** is a comprehensive courseware that covers all skill levels and includes interactive software simulations in Microsoft Office, Mac products, Internet Explorer and Quick Books along with many other features. The tutorials offer automated remedial online training, pre-assessments, skills assessments, online tutorials, post assessments and certificate of completions.
- **InterviewStream** is an online interviewing tool that allows career center customers to practice and grant interviews to employers remotely. Employers also use pre-recorded and live video interview management systems for pre-screening candidates and interviewing remote talent. InterviewStream offers three products, Live Video Interviewing, Pre-Recorded Interviewing, and Practice Interviewing.
- **PLATO Online Assessment** is an online learning system for career center customers who need their HSE, college preparation, and basic skills upgrade. The system allows you to accurately place learners and monitor their progress toward goal achievement. Assessment tools allow individuals diagnose and prescribe individualized learning paths. Customers can work at home or in the career centers.
- **Jobs4Tn.gov** is an online comprehensive listing of information for Job Seekers and Employers that provide links to jobs, resume and interview assistance, and labor market information. Employers can post jobs and preview resumes of potential candidates that have posted resumes online. Also provide valuable training providers information.
- **EMSI - Economic Modeling Specialists Intl.** is an online labor market data system that is used to provide updated information for job seekers, educators, economic developers and current and potential employers make sound decisions.

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Targeted populations:

Persons with Disabilities: Tennessee's Vocational Rehabilitation Division is currently working with those who are Priority 1 (most significantly disabled), Priority 2, (one limitation to functional capacities and Priority 3 (Non-significant disabilities, including ADHD and Learning Disabilities. SCTWA received a Disability Employment Initiative (DEI) grant that began in May 2012 and will run through September 2014. As of January 2014, 37 people with disabilities have been enrolled (10 are Ticket to Work holders, 13 tickets are employed and 8 non-tickets are employed). Staff members Brenda Sewell and Rick Molder sit on the local TN Rehabilitation Center Board of Directors. Potential candidates for employment are shared with TN Career center staff.

Persons in need of ESL services: these customers are being served through Adult Education in our area.

Disadvantaged youth: these youth are served in our in and out of school programs.

TANF recipients: they are served by our partner agencies Workforce Essentials and Rescare and may be co-enrolled in WIA.

Veterans: Our veterans returning from service will be able to access services through Veteran Representatives in Maury and Lawrence counties. A Vocational Rehabilitation counselor will assist with their services of assessment and eligibility and can obtain medical information quickly from the VA and or VA hospitals. Spouses of veterans should be able to access adult services through our centers and children who are eligible for youth programs will be able to access summer youth and in- school

programs. Vets Reps Joy Dove and Jimmy Tidwell meet with veterans and disabled veterans to discuss services and employment. The DEI grant will serve those veterans with disabilities and assist with job placement.

Adult Court Referrals: Child support referrals are still being made to the career centers for job search.

Aging Americans: SCTWA and our Career Centers work to ensure we are interacting in a number of ways to provide services to aging citizens, and to target this population for our services. We currently have one mature worker assisting by answering the phone and making document copies in two of our career centers. We encourage all from the mature worker programs to apply for internships at the centers. From July 1, 2010 – Present – 777 people age 55 and above have been enrolled and from July 1, 2012 through June 30, 2013 – 82 people age 55 and above have been enrolled. The director of the SSCEP programs, Pamela Morris, is a member of our Workforce Board. National Council of Aging oversees Perry and Hickman counties in our area. Staff member Rick Molder serves on the Maury County Senior Citizens Board of Directors and provides career center services information to this group on an on-going basis. Staff attends quarterly meetings of the Aging and Disability Advisory Council through the South Central TN Development District and give updates on career center services available in each of the eight counties.

Dislocations: Our eight county area has witnessed job loss during the past year through dislocations and closures. Tennessee Apparel in Wayne County closed its doors in

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December 2013 and affected 81 workers. Other closures have been small in number this past year. Our area has consistently had one of the highest unemployment rates among LWIAs in the state for the past five years.

A WARN notice is sent to Rapid Response coordinator. The Rapid Response coordinator contacts the affected employer to determine a date to meet with company management to explain the services which will be available to the affected employees. The coordinator then contacts the regional assistant director to coordinate an initial meeting with management and union representatives, if applicable.

At this meeting management is briefed on programs and services which will be available to workers affected by the layoff. A mass meeting with employees is scheduled at an appropriate time and plans are made to get information to the affected employees so that they will be aware of available services. Other service providers may be invited to attend this meeting to explain their services to the employees. Surveys are distributed to employees to determine possible interest in training

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Youth Programs

Jobs for Tennessee Graduates programs in our area are located in all [six](#) counties, which include [8](#) high schools.

SCTWA received an Appalachian Region Commission (ARC) grant in 2013-14 to provide entrepreneur instruction to high school seniors in

Lawrence and Lewis counties (ARC distressed counties). One hundred twenty youth will be served. Some will work in summer youth internships and others will attend an Entrepreneur Camp at Martin Methodist University in Pulaski. These are non-WIA eligible youth.

Figure 3.2.1: Jobs for Tennessee Graduates (JTG) Program July 2012-May 2013

County	Total JTG	Total WIA	Goals	Graduated	Post Secondary	Military	Work	Undecided
Giles	40	24	35	32	17	0	12	3
Hickman	17	10	35	17	9	0	7	1
Lewis	35	20	35	34	26	1	4	3
Marshall	26	9	35	26	9	3	14	0
Maury	60	34	60	60	30	0	26	4
Perry	26	15	25	26	16	0	7	3
Wayne	33	23	35	31	15	1	15	0
TOTALS	237	135	260	226	122	5	85	14

Summer Youth – 2013

The goal of the Summer Youth Program is to prepare the emerging workforce with career readiness skills, work ethics, and the skills necessary for success in the workplace.

The paid internships will enable young adults to have a job, gain valuable work experience, earn a wage, and reinvest those wages back into the local economy.

To allow our program to operate this year, we sought employer donations at a suggested amount of [\\$1,250](#) as a show of their commitment to creating jobs for the youth of South Central TN. In exchange for the [\\$1,250](#) sponsorship, employers will receive up to \$2,000 in wages, plus the SCTWA provided Worker's Compensation & Payroll for the youth workers.

For the [2013](#) program year, [62](#) youth were placed in work experiences. Of those, [12](#) were hired by the Summer Youth Employer and [36](#) entered post-secondary and/or employment. The total Employer Donations received were [\\$61,040](#).

Our youth programs have a tremendous opportunity to influence, motivate, and facilitate career development among our emerging workforce.

With the assistance from the Tennessee Career Centers, many participants have been able to go on to pursue their educational dreams and careers.

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Below is a chart of unemployment rates in the area for the last two years.*

Figure 3.1.2: Unemployment Rates for LWIA 10

COUNTY	Unemployment Rate July 2012	Unemployment Rate July 2013
Giles	10.2	9.8
Hickman	10.4	8.9
Lawrence	12	12.2
Lewis	12	11.2
Marshall	12.2	10.6
Maury	10.1	9.7
Perry	13.6	12.5
Wayne	12.2	11.6

*These figures were taken from the Source, Tennessee Dept. of Labor and Workforce Development.

3.2 Customer Relationships and Satisfaction

3.2a Customer Relationship Building

Good customer relationships (jobseeker and employer) are built over time through trust and consistency. Providing customers with accurate and informative information in a consistent and timely manner are key elements. SCTWA utilizes many different types of traditional and new mediums to accomplish this goal. Establishing our organization as the “go to” place for workforce information has been a priority.

Social Media – Facebook, Twitter, LinkedIn, Pinterest, and YouTube are the main social media outlets utilized by SCTWA. Posts consist of information on job fairs, local hiring, informative and helpful articles/videos for jobseekers and employers. Social media outlets are also utilized to celebrate employer and jobseeker successes.

Website – The SCTWA website consists of many helpful tools and information items for jobseekers and employers.

Newspaper, Radio, & TV – These traditional media outlets are still extremely viable tools to reach a wide span of customers.

One-On-One – Our employees are our best tools in building relationships with our customers. This one-on-one customer interaction can be achieved by exchanging information at public meetings, employees out in the community, or at our career centers. We are our own best advertisers of our services and opportunities for customers.

3.2a Customer Satisfaction and Loyalty

We continually strive to improve upon our systems in place to ensure that our customers (jobseeker and employer) are satisfied with the services that are provided at our centers. Client customer service and employer satisfaction survey

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results are used to improve our workforce system by:

- Meeting with career advisors bi-monthly to address any results that may need attention.
- Senior staff meeting bi-weekly to address any results that may need attention.

4: Measurement, Analysis, and Knowledge Management

4.1 Improvement of Organizational Performance

4.1a Performance Management

We use eCMATS as the data information system for our company. It serves as the only database system that we use and provides the information needed to track enrollments, exits, and results by the various funding streams that are tapped to serve our customers. Discoverer is used to retrieve reports from eCMATS which are used to predict performance outcomes. Along with eCMATS we utilize the Dolce-Vita system reports that are prepared by the University of Memphis. Dolce-Vita provides quarterly reports which show us how we are performing in terms of meeting the negotiated goals that are established with the Tennessee Department of Labor and Workforce Development. By analyzing quarterly results we can make necessary adjustments to our program operations to ensure that goals are met. Performance measures are analyzed and reviewed by the program director, assistant directors, and program coordinators each quarter after the reports are posted on Dolce-Vita. If corrective action is needed, possible

solutions are reviewed at bi-monthly career advisor meetings and then implemented. Data records will be transferred to a new system known as Virtual One Stop sometime during 2014 possibly going on-line for the new program year 2014 which begins July 1, 2014. This system will replace eCMATS as our information management system.

4.2 Management of Information, Information Technology, and Knowledge

4.2a Management of Information Resources

We use a number of measures and analysis to improve organizational performance. Listed below are the ones most commonly used throughout our company.

- Quarterly review of performance standards.
- Monthly budget reviews to adjust enrollment goals and spending targets.
- Bi-monthly career advisor meetings to review procedures, performance, customer service, company policies, and to provide training on various topics relevant to career center operations. Career advisors are provided with reports to review active customer caseloads, inactive customer caseloads, and case note reports to ensure that customer records are being updated in a timely fashion.
- Weekly reports are used to track foot traffic, job seeker and employer activity.
- Unemployment rate and other key economic indicators are analyzed to detect trends in the state and local economy.

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- Performance reviews are used to provide all staff with the opportunity to establish goals and receive feedback from supervisors to measure individual contributions toward meeting company goals and initiatives.
- State Workforce Board evaluations provide survey and feedback to assist the local workforce board in providing information and resources to allow them to better meet the needs of the local workforce investment area.
- Performance Accountability Reviews are conducted annually to monitor contracts. In addition, we internally monitor all contracts including OJT, Youth, Incumbent Worker, Summer Youth, NEG, and internal center files according to our Monitoring Plan.
- Data Validation is conducted annually by the state. This allows us to review our data

collection procedures to make sure we are meeting the federal guidelines to ensure the accuracy and validity of the data that we include in our customer records. We take a number of steps to ensure that our data is reliable and accurate. Staff is properly trained in collecting source documentation and all youth, dislocated worker, and adult eligibility information, registrations, and exits are reviewed by the regional assistant director before entering in eCMATS. A career advisor assistant enters registrations and exits. Career advisors enter case notes, activities, status changes, and authorizations. Discoverer reports are used to monitor caseload activity, enrollments, exits, and performance.

Figure 4.2.1 Projected Goals and Exits in LWIA 10 for 2014

30% DW	800	Projected exits = 240
60% Adult	700	Projected exits = 420
60% Youth	300	Projected exits = 180
	1800	Total projected exits = 840

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4.2b Data, Information, and Knowledge Management

Accuracy, integrity and reliability, timeliness, and security and confidentiality are required properties of a valid data management system. We take a number of steps to ensure that these components are in place and stay in place. Beginning with the source documentation, staff is properly trained in collecting data, with department heads responsible for validating quality of data. Two Assistant Directors check all youth, dislocated worker, and adult eligibility information, registrations and exits before they are entered into ecmats. Career advisors enter case notes, activities, status changes, and authorizations. One Career Advisor Assistant enters registrations and exits. We use discoverer reports to monitor cases load activity, enrollment, exit, and performance.

5: Workforce Focus

5.1 Workforce Engagement

As a company, we recognize our strongest asset is our workforce, and strive to keep our workforce motivated, engaged, and productive. We work towards this in a number of ways, including the following:

- I. Establish and communicate goals, complete with periodic reviews
- II. Performance Standards – ongoing communication combining review with strategy development
- III. Encourage certification as Global Career Development Facilitator (GCDF), and pay incentive for successful certification

- IV. Innovative and desired benefits package, including 401 K, educational assistance, bonus opportunities, wellness programs & gym membership, FMLA, annual and sick leave
- V. Breakfast Brainstorms – listening tour of customers/partners
- VI. Bereavement Counseling
- VII. Staff Developments – moral builders
- VIII. Strong encouragement and provision of opportunities to participate in continuing education related to workforce development

5.1a Workforce Enrichment

In reference to WIA Service Integration Policy #7, frontline staff at the Comprehensive centers will be trained so they will be familiar with all areas of customer service delivery, technology to deliver the services, leverage resources and reduce duplication. All partner staff will be encouraged to attend bi-monthly career advisor meetings, where collaboration of staff and services will be discussed as well as customer flow, shared outreach, co-enrollment of customers, and communication regarding workforce policies. DEI and Vocational Rehabilitation staff will train all partners on accommodations and dealing with people with disabilities.

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5.1b Workforce and Leader Development

Workforce and leader development begins with New Employee Orientation, and continues throughout the course of employment with our organization. We provide opportunities for continued staff development through work related webinars, conferences, certification courses, and structured staff developments that focus on teambuilding, increasing industry knowledge, and leadership activities are held twice per year. We reward industry recognized certifications, such as the GCDF certification, with a one-time stipend. We are committed to promotion from within our company when the opportunities arise, and have as examples a number of staff who have continued to work toward academic degrees that have then led to more responsible and higher paying positions within our organization.

5.2 Workforce Environment

5.2a Workforce Capability and Capacity

We currently maintain a presence in each of our 8 counties, but this is a growing challenge with reductions in funding. We have looked to increasing partner presence that not only add to our array of services, but can also assist with covering fixed costs. In 2007, we successfully co-located with Hickman County Economic & Community Development's Vision 21, and this group is contributing toward our lease, utilities, and other fixed costs, therefore decreasing our costs in this county. Consolidation would be an absolute last resort, based on input from our local

elected officials and workforce board members. Other options prior to consolidation include the following:

- Negotiate lower rent/less space with current landlords for leased space.
- Move career center(s) to different location(s) with lower rent, most likely with smaller space.

Tennessee Career Center locations in south central Tennessee are listed below, along with workforce development partners on site and sharing in operating costs:

- Giles – Vocational Rehabilitation, [TDOLWD Vets Rep](#)
- Hickman – Workforce Essentials, Hickman County Economic and Community Development, [NCOA mature worker, county vets rep, Rescare staff](#)
- Lawrence – Vocational Rehabilitation, TDLWD [Vets Rep](#), (Adult Ed on same campus), [Rescare staff](#)
- Lewis – Workforce Essentials, [Adult Education, and Rescare staff](#).
- Marshall – Columbia State Community College and [Rescare staff, Adult Education](#)
- Maury – TDLWD, Adult Education, Vocational Rehabilitation, Workforce Essentials, [Rescare staff](#)
- Perry – Adult Education and [Rescare staff](#)
- Wayne – [NA](#)
- Northfield - DEI staff

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5.2b Workforce Climate

Wellness

We offer flu shots at no charge to employees.

6: Process Management

6.1 Operation Focus

6.1a Work System Design

We have positioned ourselves as the subject matter experts in workforce development issues in southern middle Tennessee, and by doing so must constantly strive to remain educated on workforce trends, skills needed by employers, growing and high demand occupations, and the effect of a global economy on local conditions. Our services to customers, including both jobseekers and employers, must reflect our innovation, research, use of available and up to date technologies, and applicable knowledge. Everything we support and carry out as work functions is related back to our mission of assisting Tennesseans to earn a sustainable living and take care of their families.

In reference to WIA Service Integration Policy #7, the welcome function includes entry point, resource room, self-directed activities and staff-assisted services. Welcome function will be staffed by various partners. We will adjust staffing levels as needed.

Customer starts at front desk:

1. Welcome

- a. All customers will complete a service needs assessment and will be connected to services indicated by service needs assessment. All job seekers will be registered into

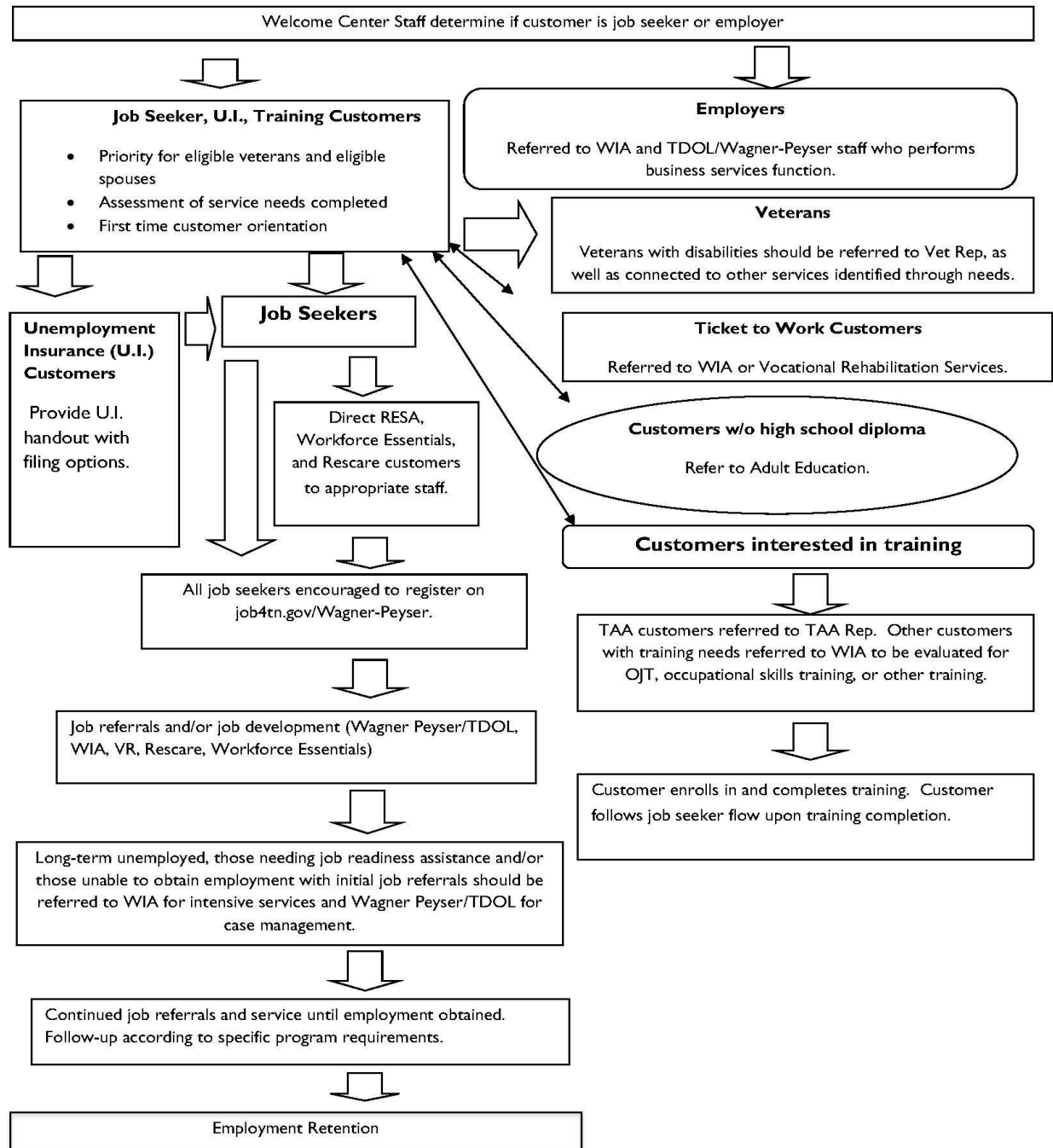
Wagner Peyser. Those who need WIA core staff-assisted, intensive, support, and/or training services, as indicated by services needs assessment or referral by partners, will be offered those services and will be co-enrolled into those services if service is provided. All partners will follow a referral process to ensure a seamless approach.

- b. Please refer to customer flow chart for services provided by all partner staff.

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CUSTOMER FLOW CHART – LWIA 10



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2. Skills Development Services: This function is designed to address skills analysis, facilitate assessments and testing, identify support needs, provide guidance and advising, arrange for soft skills training, refer customers to program specific training.

Customers will have opportunity to access self-assessment tools for transferrable skills and career exploration tools in Resource Room, including ONET and Career One stop tools, as well as other tools accessed through links on jobs4tn.gov and www.sctworkforce.org. Staff will refer customers to appropriate assessments and tools to meet their needs. Those interested in training will be referred to TAA, if certified for TAA, or WIA and will follow the assessment process indicated for each program to ensure suitable training. Assessments utilized may include TABE for basic skills assessment and Career Scope for interest and aptitude assessment, and WorkKeys for assessment of basic workforce skills.

Case management will be provided by program enrolling the customer, per each program's requirements. If customer is enrolled in multiple programs, program staff will utilize automated case management to document case management. Staff may also communicate regarding customer needs/progress in Job Placement and other staff meetings. Staff will utilize Discoverer and VOS reporting systems to assist in case management. Partner consortium and staff meetings will be held regularly to review case management and reporting tasks and ways to improve. We will leverage resources with

other partners. We plan to increase the number and types of workplace experience to all youth and adults (job shadowing, workplace mentorships, summer employment, etc.)

We plan to expand high school drop-out prevention and focus on attainment of high school equivalencies for all job seekers lacking a high school diploma.

3. Business Services: This function is designed to build positive relationships with employers, identify opportunities to address human resource needs of employers, and design services and products to assist employers in meeting their needs. This function is to become the bridge between business and job seekers by coordinating with all career center staff to actively recruit and refer qualified job candidates based on the needs of the business.
 - a. Improve outreach to employers by using consistent marketing and branding with a business audience in mind.
 - b. Continue to increase industry involvement in work-integrated learning and increase employer investment in workforce training for incumbent workers, under-or unemployed individuals and the emerging workforce.
 - c. Engage and educate employers on the value of hiring diverse

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populations like people with disabilities.

- d. Improve the quality and speed of job matching and referrals for job seekers to employers with job openings; match the skill sets that employers want.
- e. Vets services – Help job seekers and employers recognize transferable skills gained in military-to-civilian employment opportunities.
- f. If employer contacts partner, staff will respond to the needs of the business community within one day of request.
- g. Job placement meetings with partner staff are held with all partner participation. During these meetings employer job listings and recruitment are discussed, as well as discussion of job seekers who may meet the qualifications for current listings or job seekers who may need additional assistance from various partners. All staff are notified when employers utilize Center for recruitment. Partner staff coordinate in meeting together with employers and establish recruitment plans for a particular employer need. RESA staff make referrals to WIA of customers who might benefit from OJT.
- h. With this, WIA could see more co-enrollments with TDOLWD.

6.1b Work Process Design

Management & Improvement of Work Processes

We are constantly looking at our work processes to

find ways to better manage and improve work flow. With structured input from both staff and customers, we review, adapt, tweak, and reinstitute processes, revising associated procedures as needed. On occasion we will call together a focus group of customers, both job seekers and employers to solicit customer input. We also regularly make available Customer Service Surveys, which are collected and followed up on by staff at the administrative office.

We also continuously add partners to whom we can refer, or from whom we can receive referrals to broaden the offerings/resources we can offer customers.

6.1c Emergency Readiness

We focus on 3 areas for emergency readiness:

- Workplace Safety
- Personal Security
- Information Security

Safety procedures are reviewed annually at staff development sessions, and are often conducted by law enforcement partners. Nothing is placed above personal safety, and we regularly discuss potential situations and role play responses when dealing with difficult customers. We incorporate WIA Information Security Policy #3 into our local procedures.

6.2 Work Process Management and Improvement

6.2a Work Process Management

Based on the requirements and goals of the Workforce Investment Act of 1998, we have designed our services to deliver workforce development products to both jobseekers and employers. We challenge our staff to improve services by identifying innovative

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practices that fit within the law and our mission.

We regularly meet with partners, board members, staff, and the private sector through our monthly Breakfast Brainstorm Meetings, which provide a mechanism for feedback, idea generation, and program review. We can evaluate at this time if a community's Workforce needs are being met and if we need to add or modify services.

We depend upon our program and fiscal monitors to ensure that work processes follow policies and procedures, and therefore comply with all federal, state and local requirements.

6.2b Work Process Improvement

We rely upon regional reviews, quarterly workforce board meetings, department meetings, and full staff development meetings as the method to review results, identify potential process improvements, and measure success. By communicating openly and frequently we are able to enact changes when necessary, adjust plans, and continuously improve.

In department meetings, staff takes turns sharing best practices, learning from each other, and using group synergy to brainstorm and innovate processes and services that allow us to serve our customers better.

7: Results

7.1 Product and Service Outcomes

The success of the South Central Tennessee Workforce Alliance is ultimately measured in three ways:

- a) Performance Measures –Common and Core
- b) Customer Satisfaction of Jobseekers and Employers
- c) Fund Expenditures
- d) Numbers Served

7.1a Product and Service Results

The following table reflects our negotiated performance standards for PY2013. Our main measure of our product performance and product effectiveness is our success in meeting and exceeding our negotiated performance standards.

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Figure 7.1.1: Performance Metric – LWIA 10 – State Performance Level for PY 2013

Performance Metric	LWIA 10 Regression Adjusted PY 2013	State/ETA Negotiated Target PY 2013	LWIA 10 Negotiated Target PY 2013
Adult Measures			
<i>Entered Employment</i>	78.3%	81%	*85%
<i>Employment Retention</i>	87.8%	88.6%	90%
<i>Average Earnings</i>	\$15,083	\$15,711	\$13,000
Dislocated Worker			
<i>Entered Employment</i>	93.3%	88%	89%
<i>Employment Retention</i>	92.7%	92.2%	90%
<i>Average Earnings</i>	\$17,370.40	\$15,000	\$14,500
Youth Common Measures			
<i>Placement</i>	79.3%	75.5%	78%
<i>Attainment</i>	89.9%	75%	85%
<i>Literacy/Numeracy</i>	37.6%	51%	51%

* Negotiated target pending with Tennessee Department of Labor & Workforce Development.

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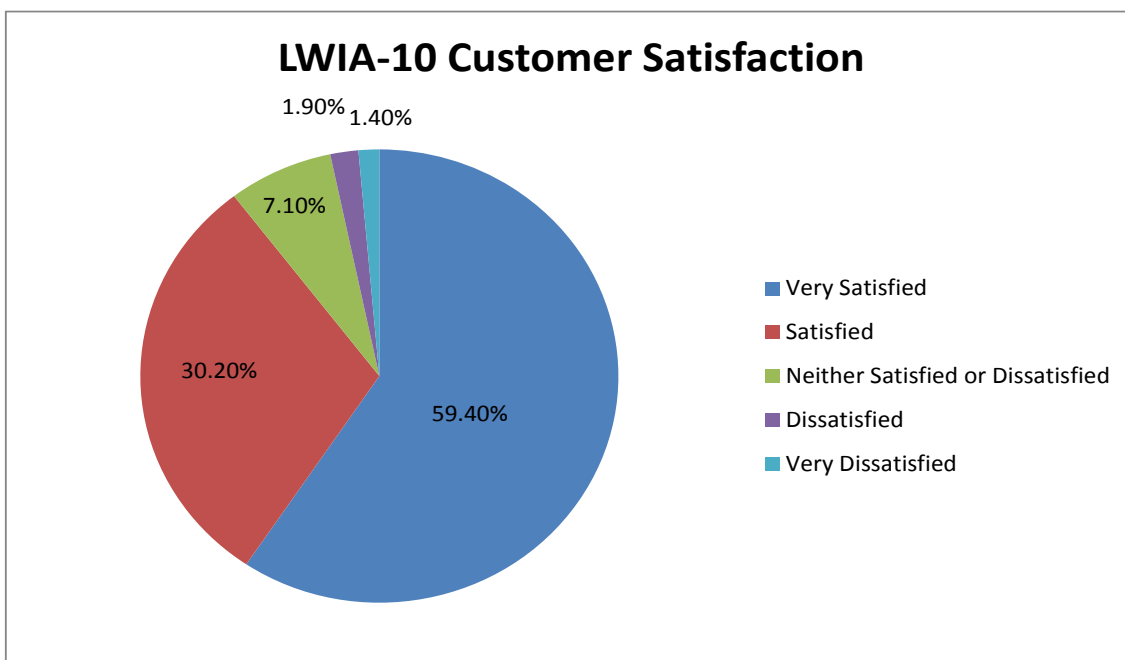
7.2 Customer-Focused Outcomes

7.2a Customer-Focused Results

In an exit survey report prepared for the Tennessee Department of Labor and Workforce Development in January 2014, there were 212 respondents for LWIA-10 on overall satisfaction rate with services

received. Of those respondents, 126 (59.4%) were very satisfied; 64 (30.2%) were satisfied; 15 (7.1%) were neither satisfied nor dissatisfied, 4 (1.9%) were dissatisfied, and 3 (1.4%) were very dissatisfied.

Figure 7.2.1: Customer Satisfaction by South Central TN Workforce Alliance (LWIA 10)



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In an employer survey report prepared by the University of Memphis in October 2013, 43.5 % of the employers surveyed in LWIA-10 during the time period from July through September 2013 were very

satisfied with services received, 43.5% were satisfied, and 13% were neither satisfied nor dissatisfied. No employers expressed dissatisfaction with services.

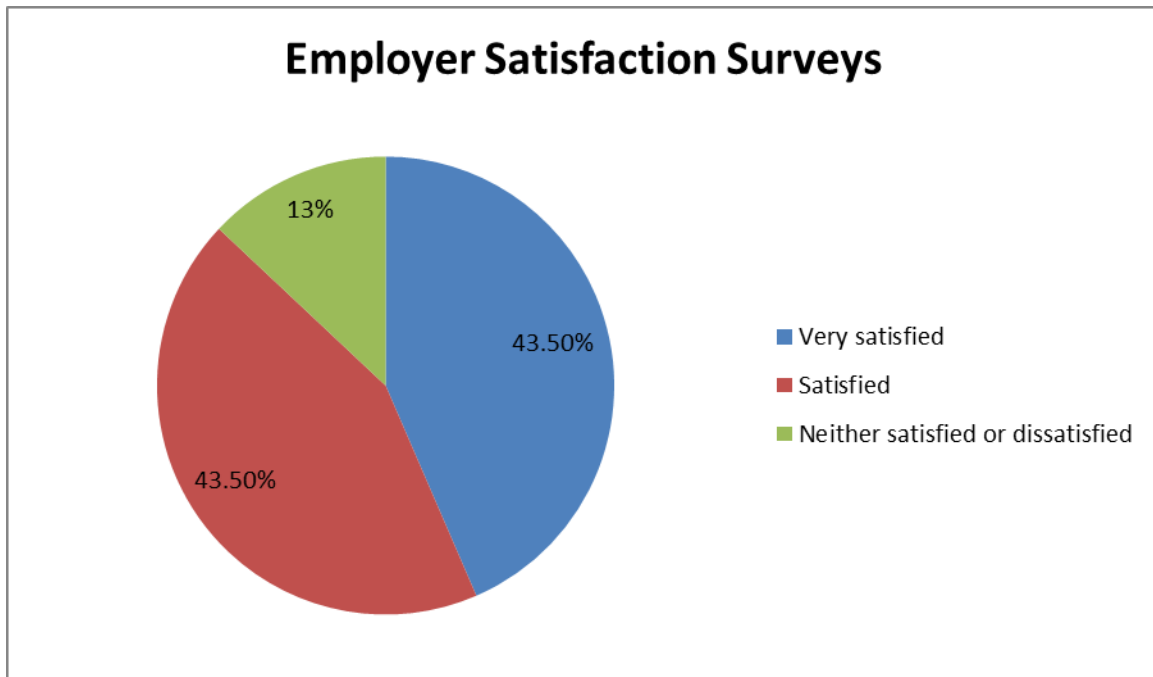


Figure 7.2.2: Employer Satisfaction by South Central TN Workforce Alliance (LWIA 10)

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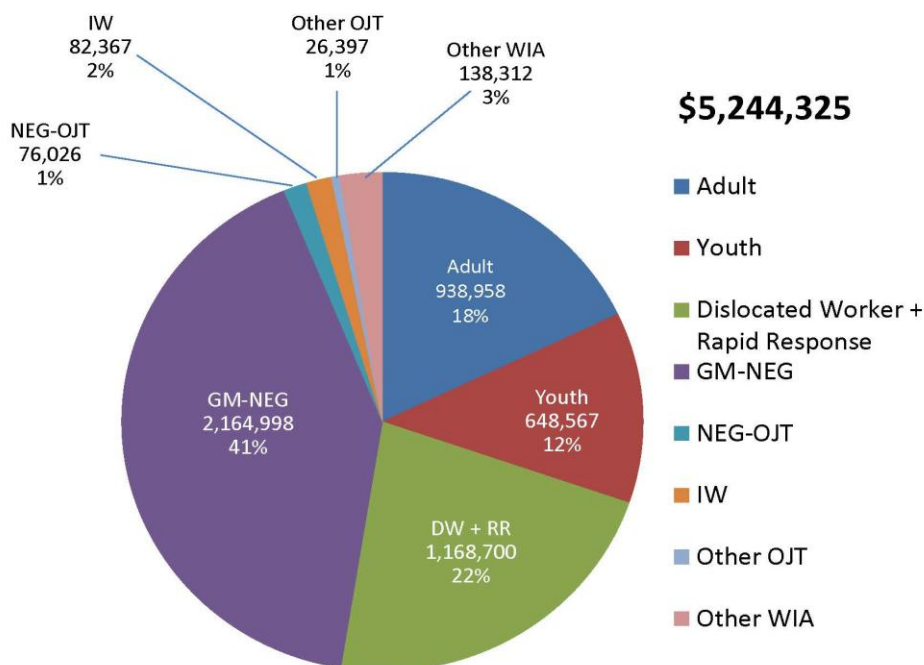
7.3 Financial and Market Outcomes

7.3a Financial and Market Results

The chart below illustrates the breakdown of actual expenditures by funding silo as a percent to total. SCTWA successfully meets expenditure rates required through planning,

review, and continuous adjustments to outreach efforts.

Figure 7.3.1: Actual Expenditures by Funding Silo, July 2012-June 2013



7.4 Workforce-Focused Outcomes

7.4a Workforce Results

We have a staff with average longevity of 7.7 years, experiencing limited voluntary turnover. Disciplinary actions are low in number. Educational levels of staff are high with the majority possessing Bachelor and Masters Degrees, and we always have at least one staff member in school seeking additional post-secondary education.

In terms of workplace health, [we encourage staff to implement their own customized wellness programs and provide regular emails](#)

[with helpful wellness tips. We also offer flu shots at no charge to employees.](#)

7.5 Process Effectiveness Outcomes

7.5a Process Effectiveness Results

Again, our main measure of process effectiveness is our success in meeting and exceeding our Negotiated Performance Standards. These are reflected in the Figure 7.1.1.

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7.6 Leadership Outcomes

7.6a Leadership and Social Responsibility Results

As discussed in Section 1.1 Senior Leadership, a new management tool in the development phase focuses on results measurement. This Dashboard will be posted on our website, distributed widely, and incorporated into our quarterly board and staff meetings no later than July 2014. As a management tool, each senior staff person reporting to the Executive Director will report on their department goals and metrics that feed into the comprehensive Dashboard quarterly. Included with the standard measures including WIA performance measures, will be other measures that reflect overall workforce development and/or organizational effectiveness, such as:

- 1) Receive no audit findings (Administrative Services)
- 2) Present civic/professional organization programs 3x in each of our 8 counties, plus Williamson County for Adult Education (Project Learn) (Program Operations; Northfield Project; Project Learn Adult Education)
- 3) Establish 3 new satellite adult Education/ English Language Learner class sites. (Project Learn)
- 4) Increase the total number of employers using career center services by 24, adding at least 2 employers per month to our customer base.
- 5) Drive job seekers to JOBS4TN website by circulating at least 5 current JOBS4TN

job postings weekly on our social media accounts, including Twitter, LinkedIn, Facebook, and Pinterest.

****FOR DISCUSSION PURPOSES; Goals and format are in progress and scheduled for completion by July 1, 2014.*

This new system is a work in progress that we plan to have ramped up and operational with Department Scorecards and Workforce Development Dashboard for South Central TN by July 1, 2014. Department goals will also be linked to performance reviews on an annual basis.

We continue to be a viable and valuable partner in the workforce development community as evidenced by:

- the increased usage of our Career Centers;
- the reliance on our information and programs offered by key workforce partner;
- the growth in the number of employers who use our services, and become repeat customers
- our continued ability to successfully meet and exceed our Negotiated Performance Standards;
- success in achieving clean independent audits;
- success in attracting funds from outside the WIA formula funding; and
- ability to meet expenditure requirements.

We constantly strive to look for additional ways to deepen our commitment and results in workforce development, and therefore serve our communities in even more innovative, creative, and meaningful ways.